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**Bridging what we know [Recurso electrónico] : the effect of cognitive distance on knowledge-intensive business services produced offshore / Michael J. Mol, Kristin Brandl**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 676-677

**Abstract:** The rise of offshoring of knowledge-intensive business services (KIBS), causing a physical separation between clients and service providers in co-created services, is a major trend in practice but challenges existing theories. International business literature has addressed many types of distance that may affect (service) offshoring, such as cultural or geographic distance. However, limited emphasis has been placed on the implications of differing cognitions of individuals that produce a cognitive distance (CD). We address this gap and ask how increased CD through offshoring affects KIBS production processes. This conceptual paper focuses on how CD interacts with the modularity of different process stages in service production and what effect CD has on repeated production processes. In order to do so we first predict what stages of KIBS production processes can be offshored and what implications offshoring has on these services. We contribute to literature by deepening the understanding of CD and providing a process perspective on KIBS offshoring that looks at modularity within services, rather than firms as bundles of modular production, and on the impact repeated production processes have on service characteristics.

International business review. -- 2018, v. 27, n. 3, june, p. 669-677

1. Cognitive distance 2. Knowledge-intensive business services 3. Offshoring 4. Service modularity

2

**Business model innovation [Recurso electrónico] : how the international retailers rebuild their core business logic in a new host country / Lanlan Cao, Jyoti Navare, Zhongqi Jin**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 560-562

**Abstract:** Although research into the business model has received increasing attention, few studies have so far been conducted on business model innovation in an international context. The purpose of the study is to identify different patterns of business model innovation which enables international retailers to rebuild their core business logic in new host countries. On the basis of comparing and contrasting the business model changes of 15 international retailers from various home countries to one single host country (China), our study provides an in-depth understanding of business model innovation in the context of international business. By looking at the firms' capabilities in rebuilding their core logic in the setting of a host country, we reveal six routes of retail business model innovation. Utilizing the lens of organizational learning theory and internationalization, we identify three patterns of resource deployment by international companies in the process of developing business model innovations. Our study, therefore, provides insights and guidance for multinational companies in general, international retailers in particular, as for how to successfully adapt their business model from home country to host country.

International business review. -- 2018, v. 27, n. 3, june, p. 543-562

1. Business model 2. Internationalization 3. Case theoretical approach

**3****Examining cross-cultural compatibility of high performance work practices [Recurso electrónico] / Sadia Nadeem ... [et al.]**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 580-583

**Abstract:** This paper examines the relationship between high performance work practices (HPWPs) and cross-cultural dimensions to debate the effectiveness of HPWPs in cross-cultural settings. Using systematic review, 140 articles were identified on HPWPs and cross-cultural human resource management. Synthesizing the two literature areas results in four key findings. Many HR practices labelled as HPWPs are affected by national cultural dimensions. Also, several practices labelled as HPWPs have not been a part of the cross-cultural HR literature, and that limited studies in both area focus on the impact of cultural compatibility on outcomes. Finally, a few selected cultural dimensions have dominated the cross-cultural HR literature. Thus, more work is needed to: understand the role of national culture on effectiveness of HPWPs; increase coverage of HPWPs in the cross-cultural HR literature; understand the impact of cultural compatibility of HR practices and HPWPs on outcomes; and, incorporate additional cultural dimensions in future work.

International business review. -- 2018, v. 27, n. 3, june, p. 563-583

1. Cross-cultural HRM 2. Cross-cultural management 3. High performance work practices 4. Hofstede 5. GLOBE

**4****How does R&D internationalization in multinational firms affect their innovative performance? [Recurso electrónico] : the moderating role of international collaboration in the energy industry / Nuria E. Hurtado Torres, J. Alberto Aragón Correa, Natalia Ortiz de Mandojana**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 525-527

**Abstract:** This paper examines the effects of the degree and geographic diversification of a firm's R&D internationalization on its innovative performance. We use an unbalanced panel dataset of 401 observations from 110 multinational firms operating in the energy industry over a period of six years to support the argument that both the degree and the geographic diversification of a firm's R&D internationalization have an inverted U-shaped relationship with a firm's innovative performance. Our results also show that collaboration among R&D units located in different countries moderates this relationship by reducing both the positive effects and the challenges of the degree of R&D internationalization. This paper extends the emerging innovation focus in the headquarters–subsidiary literature by contributing to our understanding of the implications of the international R&D activities of firms and supports the utilization of social exchange theory in order to identify the moderating influence of the collaboration among a firm's R&D units located in different countries.

International business review. -- 2018, v. 27, n. 3, june, p. 514-527

1. R&D internationalization 2. Innovative performance 3. International collaboration of R&D 4. MNEs

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**How foreign knowledge spillovers by returnee managers occur at domestic firms [Recurso electrónico] : an institutional theory perspective/ Cheng-Hua Tzeng**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 640-641

Abstract: Instead of treating the spillover process as a black box, this paper conducts a qualitative study of foreign knowledge spillovers by returnee managers at Chinese firms. Unlike mainstream spillover studies which adopt economics approaches, this paper uses an institutional theory perspective and regards returnee managers as boundary spanners. Results show that returnee managers' boundary-spanning activities in the form of social interaction, including building relationships with colleagues and transforming their identities from outsiders to insiders, help gain legitimacy for their new roles. Their boundary-spanning activities in the form of grafting foreign knowledge, including understanding existing knowledge resources, introducing foreign knowledge to colleagues, and integrating foreign knowledge with domestic firms, help gain legitimacy for foreign knowledge. Foreign knowledge' contributions in new product development at product, process, and cultural perspective levels reinforce its institutionalization at domestic firms. Absorptive barriers include domestic firms' administrative heritage and returnee managers' arduous relationship with others.

International business review. -- 2018, v. 27, n. 3, june, p. 625-641

1. Foreign knowledge spillovers 2. Absorption barriers 3. Knowledge grafting 4. Returnee managers 5. Institutional theory 6. Boundary spanners 7. China 8. Qualitative study

6

**Institutional origins of WOFS formal contracting [Recurso electrónico] : a judicial arbitrariness perspective / George O.White III ... [et al.]**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 667-668

Abstract: In drawing from neo-institutional theory and the institution-based view, this study provides new insights concerning how home and host country norms influence wholly owned foreign subsidiary (WOFS) formal contract utilization. Our analysis of 171 WOFSs operating in the Philippines suggests that parent home country uncertainty avoidance, as an institutionalized organizational practice, is positively related to WOFS utilization of formal contracts in governing interorganizational relationships. Our results also reveal that managerial perceptions of local judicial arbitrariness directly influence formal contract utilization, and moderate the positive relationship between parent home country uncertainty avoidance and WOFS formal contract utilization. Furthermore, when compared to managerial perceptions of national judicial arbitrariness, perceived local judicial arbitrariness will exhibit a stronger negative direct and indirect influence on WOFS formal contract utilization. Implications and future research directions are discussed.

International business review. -- 2018, v. 27, n. 3, june, p. 654-668

1. Judicial arbitrariness 2. Rule of law 3. Uncertainty avoidance 4. Formal contracting 5. Interorganizational relationships 6. Institution-based view 7. Neo-institutional theory 8. Emerging markets

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**International strategy's effects on retailers' local implementation and performance [Recurso electrónico]  
/ Bernhard Swoboda, Lukas Morbe, Johannes Hirschmann**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 652-653

Abstract: Retailers dynamically expand abroad and strategically seek local performance because their business is local. However, knowledge of the contribution of retail firms' international strategies to subsidiaries' local performance is limited. Based on the prominent I/R strategy framework, the authors conceptualize integration/responsiveness as the transfer/local generation of firm-specific advantages and analyze (direct and indirect) paths of varying degrees of I/R via local implementation decisions to performance. Because retailers' firm-specific advantages have a limited geographic reach, different successful paths are expected in close and distant countries. Empirically, a survey based on face-to-face-interviews with 126 retail CEOs and expansion managers, partial least squares structural equation modelling and bootstrapping-based mediation analyses were conducted. The results reveal only indirect paths of international strategy to local performance through local standardization/centralization. Unique insights into the paths of firms' strategy to subsidiary performance emerge, such as important tradeoffs between superior paths in close countries.

International business review. -- 2018, v. 27, n. 3, june, p. 642-653

1. Retailing 2. International strategy 3. Standardization 4. Centralization 5. Performance path

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**The investment-divestment relationship [Recurso electrónico]: resource shifts and intersubsidiary competition within MNEs / Vivien D. Procher, Dirk Engel**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 541-542

Abstract: This paper examines the interdependencies between MNE investment and divestment decisions. We derive a conceptual framework of "segmented intersubsidiary competition" and hypothesize that the competitive pressure of new investments on existing subsidiaries varies by regional dimension. Based on a database of 3524 French MNEs, we analyse intersubsidiary competition and intertemporal adjustment processes of the investment-divestment relationship between 2002 and 2010. Our empirical findings support the theoretical notion of segmented intersubsidiary competition within MNEs: Foreign investments create competitive pressure for foreign subsidiaries to be divested in subsequent periods, where domestic investments spur divestment at home. Inversely, foreign divestments are more likely to create new investment opportunities in the foreign than in the domestic arena. Our differentiations between investments/divestments in EU countries and in non-EU countries shows that the competitive pressure of new investments on existing subsidiaries is mainly limited to the same region.

International business review. -- 2018, v. 27, n. 3, june, p. 528-542

1. Divestment 2. Investment 3. MNE 4. Subsidiaries 5. Firm network 6. Competitive arena

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**Knowledge-oriented leadership and open innovation [Recurso electrónico] : role of knowledge management capability in France-based multinationals / M. Muzamil Naqshbandi, Sajjad M. Jasimuddin**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 712-713

**Abstract:** This paper discusses the links between knowledge-oriented leadership, open innovation and knowledge management in the international business context. Open innovation has become crucial for an increasing number of multinational enterprises (MNEs) to gain and maintain competitive advantage and become a market leader. Despite the recent proliferation of papers dealing with open innovation practices of MNEs, there is limited work investigating the role of knowledge management (KM) capability on the relationship between knowledge-oriented leadership and open innovation. Given MNEs' growing interest in open innovation, the lack of research on knowledge-oriented leadership and KM capability in the open innovation context is a significant research gap in our knowledge. In response, we conducted a study on the mediating role of KM capability in the linkage between knowledge-oriented leadership and open innovation (inbound and outbound), using data collected from 172 subsidiaries of MNEs based in France. A structural equation modelling approach is employed to study the impact of the latent variables associated with knowledge-oriented leadership and KM capability on open innovation. The results indicate that higher levels of knowledge-oriented leadership can lead to enhanced KM capability and improved open innovation outcomes. That is, knowledge-oriented leadership has a direct, positive impact on KM capability and open innovation. Also, KM capability is found to mediate the linkage between knowledge-oriented leadership and open innovation. This study provides useful insights for managers who wish to enhance open innovation activities in MNEs, and offers useful guidance to international business scholars, encouraging further research in this area.

International business review. -- 2018, v. 27, n. 3, june, p. 701-713

1. Open innovation 2. Knowledge management capability 3. Knowledge-oriented leadership 4. Structural equation modeling 5. Multinational companies

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**Local formal interpersonal networks and SMEs internationalisation [Recurso electrónico] : empirical evidence from the UK / Bochra Idris, George Saridakis**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 622-624

**Abstract:** This article uses data from the UK Longitudinal Small Business Survey (2015) to empirically test the relationship between local (formal and informal) interpersonal networks and exporting. Our results suggest that local interpersonal networks increase the likelihood of exporting. More importantly, we find that the role of formal interpersonal networks (e.g. accountants) on internationalisation increases as firm size increases, while the link between informal interpersonal networks (e.g. family) and exporting becomes weaker. We argue that larger firms have more complex operations and diverse structures than smaller firms that require the engagement of formal interpersonal networks to help with the internationalisation process.

International business review. -- 2018, v. 27, n. 3, june, p. 610-624

1. Interpersonal networks 2. Formal networks 3. Informal networks 4. SMEs 5. Internationalisation 6. Exporting

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**Maturing born globals and their acquisitive behaviour [Recurso electrónico] / Stine Øyna ... [et al.]**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 724-725

Abstract: Born globals are becoming more common in our interconnected world. While a body of knowledge exists regarding the establishment and early growth of born globals, we know less about how these companies develop. Arguing that acquiring new knowledge, technologies, and products will enable companies to survive beyond their initial success, the current study specifically aims to explore the value of technology-motivated acquisitions, and their effect on performance. To this end, the study employs a hybrid methodology; statistically studying 108 acquisitions conducted by 45 maturing, technology-based born globals in Israel over a period of 10 years, and further substantiate the findings with an in-depth case analysis of four sample companies. The results indicate that technology-motivated acquisitions are valuable in terms of both financial performance and independent survival, but that there likely exists an optimal threshold, indicating that such a strategy, though beneficial, should be carefully managed.

International business review. -- 2018, v. 27, n. 3, june, p. 714-725

1. Born globals 2. Mergers 3. Acquisitions 4. High-tech 5. Israel

12

**Needed B2B marketing capabilities [Recurso electrónico] : insights from the USA and emerging Latin America / Roberto Mora Cortez, Wesley J. Johnston**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 607-609

Abstract: Firms from all parts of the world are expanding operations globally in a turbulent economic context, requiring the understanding of nontraditional markets. Much attention has been focused on China and India, but researchers have neglected Latin America, a region economically as important as Germany, India, Japan, and South Korea. Latin America, as is true of many developed and emerging markets, has a strong presence of industrial – or business to business (B2B) – transactions. The configuration and convergence-divergence of marketing capabilities are relevant for the understanding of the globalization phenomenon. This study aims to examine B2B marketing capabilities of firms in Chile, Mexico and Peru (as Latin American countries), seeking conceptual issues in order to comprehend their business perspectives and contribute to the almost nonexistent body of research in this region. How do the results from Latin America compare with the USA? While the study shows directional convergence between Chile and Peru, there also is interesting divergence between all Latin American countries and the USA. The findings offer a portfolio of marketing topics that we believe are worthy of practitioner and academic consideration. We propose a model of convergence-divergence of B2B marketing capabilities across nations and state propositions for hypothesis testing.

International business review. -- 2018, v. 27, n. 3, june, p. 594-609

1. Configuration theory 2. Convergence-divergence 3. Business-to-business marketing 4. Emerging markets 5. Latin america

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**Resolving post-formation challenges in shared IJVs [Recurso electrónico] : the impact of shared IJV structure on inter-partner relationships / Martin Owens, Elaine Ramsey, Sharon Loane**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 592-593

Abstract: The "50/50", or the shared management international joint venture (shared IJV) remains a popular and yet challenging control structure to govern IJVs. The purpose of this study is to understand the post-formation management of shared IJVs, specifically the relationship between shared structure, relational conditions and management of post-formation challenges. Our evidence is based on 26 in-depth interviews across four cases of shared IJVs between British multinationals and Asian companies. Our findings indicate that the highly integrative nature of shared IJVs, including high operational interdependence and shared decision-making, encourages partners to work closely together, communicate frequently and intensely and exchange personnel. Although share management can lead to inter-partner conflicts, the equal investment and mutual responsibility partly provides partners with motivation and opportunities to learn about each other, to better implement the control structure, to build trust, and to commit to the venture and partner. These relational conditions facilitated the successful management of post-formation challenges such as diversity related conflicts and macro volatility.

International business review. -- 2018, v. 27, n. 3, june, p. 584-593

1. Shared international joint ventures 2. Management structure 3. Relationship and post-formation challenges

14

**Strategic resource decisions to enhance the performance of global engineering services [Recurso electrónico] / Yufeng Zhang, Zhibo Yang, Tao Zhang**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 698-700

Abstract: This paper extends our understanding of the internationalisation and firm performance (I-FP) relationship of service firms by considering the influence of strategic decisions on three types of slack resources. The research focusses on an important type of service operations – global engineering services, which are a major part of the global economy and represent a distinctive business model in the contemporary business environment. In doing so, we theorise the I-FP relationship by addressing the knowledge-intensive, project-based and people-centric features of engineering service firms (ESFs); and test the relationship with a carefully assembled dataset containing 12 years' data from 242 ESFs. We identify a negative overall I-FP relationship, i.e. ESFs' international expansion leads to worse financial performance in general. The presence of slack resources explains why such a result exists. Our findings have significant implications, both for future research on internationalisation and performance and for firms to effectively deploy their resources to support global service operations in a strategic manner.

International business review. -- 2018, v. 27, n. 3, june, p. 678-700

1. The internationalisation-firm performance (I-FP) relationship 2. Strategic resource decisions 3. Engineering services firms (ESFs)

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**Who rides the tide of regionalization [Recurso electrónico] : examining the effect of the China-ASEAN free trade area on the exports of chinese firms / Lin Zhang ... [et al.]**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 511-513

Abstract: This study draws on the institutional economics and the resource-based view to examine the impact of regional institutional changes on firm exports. Specifically, we utilize the establishment of the China-ASEAN Free Trade Area as our research context. Our difference-in-difference analysis of a four-year panel of 700 Chinese listed firms lends support to our arguments that (1) regional institutional changes aimed at increasing economic incentives for intraregional business exchanges will stimulate firm exports in the regional market and that (2) private firms, more technologically competent firms, and firms with richer regional exporting experience are affected more strongly by this institutional influence.

International business review. -- 2018, v. 27, n. 3, june, p. 501-513

1. Regional institutional change 2. Firm exports 3. Regional integration 4. Difference-in-difference analysis 5. China-ASEAN FTA